

IMPROVING HUMAN CAPITAL

Priority Number 5- Draft Plan of Work

Liaison: Pete Conway – 03/01/02

I. Background/Objective Statement:

Succession planning is the most useful tool the federal government can use to combat its impending human capital drain. The General Accounting Office estimates that about 15 percent of the federal workforce will retire in the next five years. Agencies need to put succession plans in place and begin grooming managers without any management training or selecting managers based on technical skills rather than management skills.

The success of the Indian Health Service (IHS) is more dependent upon the competency, attitudes, and management skills of its personnel than upon almost any other factor. This applies individually to each one from the administrators to the least skilled worker. This issue of development and succession planning within the Agency must be continually addressed. This will ensure the Agency having the trained management staff available to replace the existing staff as they leave the system.

In the mid 1990's, one of the Indian Health Design Team's (IHDT) strategies was to restructure those IHS organizational levels above the local I/T/U. At approximately the same period of time, the payment of tribal shares forced the IHS Headquarters and Area Offices to restructure and downsize accordingly.

As a result of the restructuring, the IHS may be beginning to experience lapses in the ability to readily provide assistance to the I/T/U's and respond to the management needs from within and outside the Agency. The loss of individuals in the IHS who retain intellectual capital has in the past and will continue to have a negative impact unless steps are taken to preserve employees' knowledge. The restructuring has also reduced the number of new employees being employed with the IHS at the area and headquarters levels.

The responsibility to maintain appropriately and adequately trained staff is well recognized, and mandated by accrediting organizations such as the Joint Commission on Accreditation of Health Care Organizations (JCAHO) and the Accreditation Association for Ambulatory Health Care (AAAHC).

IMPROVING HUMAN CAPITAL

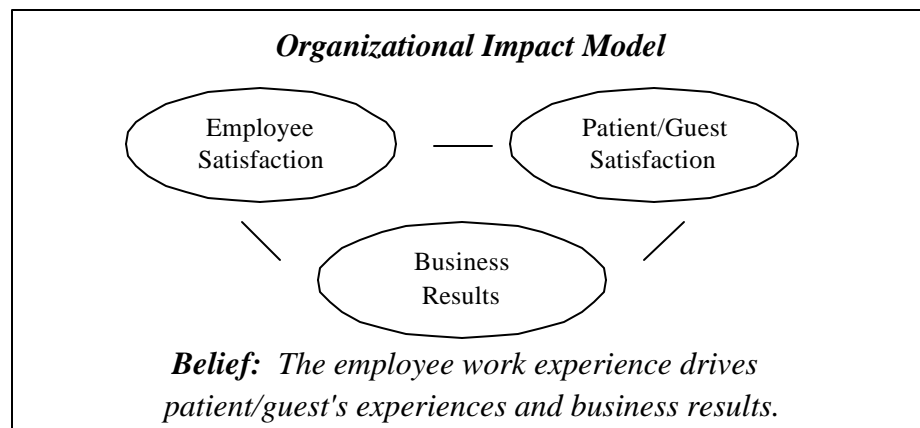
Opportunities for training, education, and development have consistently been cited as positively impacting recruitment and retention of health care professionals and other health care workers. However, many issues impact negatively on the ability of I/T/U's to provide education and training to employees, including decreased funding, remote locations, small numbers of staff, lack of available technology, such as satellite television, and lack of motivation of individuals or groups of employees.

In short, we need to elevate our attention in these areas if we are to be competitive.

II. Potential Impact:

It is widely agreed in the private sector that the work environment of the employees is the major driver in providing exceptional patient service and business results. This Draft Plan of Work addresses the high level need that is present and growing within IHS.

If the IHS does not begin to address the need for training and development, competitive compensation packages, employee satisfaction and employment of individuals from outside the Agency, the Agency may begin to become obsolete as it relates to quality administration and leadership, health care delivery, and responding to new technologies. Sound personnel investment is needed to maintain efficient management, financial stability, and quality of patient care.



IMPROVING HUMAN CAPITAL

III. Work Group Products, Plan, Critical Path:

These plans and timelines have been developed with a critical path thinking, and the steps that IHS should take are progressive. They will produce a clear focus on accountability for performance improvement in the employee arena. This will be directly linked to improvement in patient service and business results.

1) Human Asset Champion:

It is evident when looking at high performance organizations, that they focus much attention in the human asset/ human resource arena. It is viewed as the strategic driver that will ensure exceptional service to the customers and positive business results for the stockholders. The energy placed in the hiring, the continuous development, and performance accountability of all employees will reap great results.

As we address the human asset area in IHS, it is important to identify a single point person that will become the champion for improving the Human Asset. The Human Asset Champion would be responsible for leading this initiative in all areas of IHS. This person should be a leader who has a strong interest and passion for developing people in the organization, and should have shown talents in working on cross-functional projects. This person should have a direct reporting relationship to **the Director of the Indian Health Service**.

Timeframe for completion – April 30, 2002

2) Human Asset Culture Assessment:

We should measure and create accountability around the work environment perception of our employees, as actively as we do our business results. We should establish a clear understanding of how the employees (managers, administrators, clinical, non-clinical, physicians, etc.) feel about the environment where they work. This assessment will be the baseline for measuring present performance and future improvement progress. It should be used to celebrate and coach performance trends. Execution of this tool should be done to ensure that more than 80% of the employees participate, and should be administered annually to ensure progress.

IMPROVING HUMAN CAPITAL

It should focus on the 14 key themes that are found in world class organizations. The themes are:

- Overall feeling about the work environment
- Clarity of expectations
- Using the talents of your team
- Recognition and celebration
- Leadership
- Accountability
- Team feeling of value
- Development of your team
- Customer service
- Pride in your product
- Teamwork
- Empowerment
- Improvement Culture
- Communication

Timeframe for completion - July 31, 2002

3) **Leadership Needs Assessment:**

We should understand the development needs of the IHS leadership team via a system wide Leadership Development Needs Assessment. This tool will create a clear picture of the training/development tools that are needed throughout our system. It will also define the "gap" between what we offer our leadership and what their perceived needs are. This data will be used to develop the curriculum for proactively developing the leadership team.

It will assess these key leadership skill areas:

- Communication Skills
- Change Leadership
- Customer Service Skills
- Performance Accountability
- Human Resource Tools
- Leadership Skills
- Budget/Financial
- Discipline Specific Needs
- Technical skills
- Other

Timeframe for completion – July 31, 2002

IMPROVING HUMAN CAPITAL

4) IHS University:

Create a vehicle to deliver and promote the training and development tools for the IHS leadership and staff. The university would function as a virtual and centralized communication point to ensure full use of our training dollars. We should partner with existing educational institutes in our regions such as reservation colleges, state colleges, local trainers, national training organizations, the Executive Leadership Development Program, etc.

The Leadership Needs Assessment will guide the content of what should be offered. We should define what core leadership training is optional and which are mandatory, and the timeframe that the training should be completed.

Each Service Unit should identify an IHS University liaison that will link Service Units to the University and ensure compliance to mandatory training needs, oversight of training funds, etc.. These liaisons would also function as the steering team, which will develop the IHS University and its content.

Key framework for the Indian Health Service University (IHSU):

- Contract for new equipment should include a requirement for staff training that may be offered through IHSU.
- The IHSU menu offering should be available via the Web.
- Course content should be compatible for online learning, teleconference, etc.
- Leaders from Service Units and Area Office should be required to teach a skill annually.
- Funding resources should be developed such as 437 scholarships, grants, partnerships, etc. to support growing our leadership.
- IHSU should be used as a development tool for future leaders within IHS.
- IHSU course content should be continuously evolving.

Timeframe for completion - September 30, 2002

IMPROVING HUMAN CAPITAL

5) **People Resource Planning:**

This is the performance accountability and strategic planning segment of improving the human asset. This tool will ensure that we bring appropriate attention to understanding the strengths and opportunities of all of our leadership team. It will provide the framework to ensure that development dialogue happens on a regular basis.

The focus will be on the present leadership performance trends of each leader and succession planning for the future. It will comprise of the use of a *Leadership Talent Talk Sheet*, *Leadership Depth Chart*, *People Need Projection Chart* and *360 Leadership Assessment*.

The steps are:

- All leadership will have an annual Individual *Talent Talk Sheet* (see attached) completed by their supervisor. The design of the *Talent Talk Sheet* will cover their performance level, potential level, traits/behaviors/skills, development recommendations, career interests and next move planning.
- Senior Leadership and the Area Office will spend dedicated time in an annual *People Resource Planning (PRP) Session*. The session will openly discuss the *Talent Talk Sheet* for each leader. The outcome of this session is to have generative conversation and a shared understanding of what world class leadership performance should look like, and how each member of the IHS team is performing. It will create very clear accountability for developing our leadership team.
- Forecasting future leadership needs and succession planning for those needs is a component of the *PRP Session*.

Timeframe for completion - December 31, 2002

6) **Pay For Performance:**

The work product would be a market evaluation addressing recommendations on updating the current personnel qualification standards, decreasing the amount of time needed to hire personnel, and

IMPROVING HUMAN CAPITAL

restructuring the pay system to provide competitive performance based compensation packages.

The work plan is to research past efforts regarding the above opportunity, identify recommended actions yet untested/implemented and additional options, and develop a report and action recommendations.

*Timeframe for completion - **December 31, 2002***

Business Unit _____							Date _____						
<h1 style="margin: 0;">LEADERSHIP TALENT "TALK SHEET"</h1>													
<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p><u>PF= PERFORMANCE</u></p> <p>1-Clearly Outstanding</p> <p>2- Exceeds Expectations</p> <p>3- Meets Expectations</p> <p>4- Below Expectations</p> <p>5- Unacceptable</p> </div> <div style="width: 30%;"> <p><u>PO = POTENTIAL</u></p> <p>H - High Potential</p> <p>P - Promotable</p> <p>F - Future</p> <p>V - Valued</p> <p>N - Not promotable</p> </div> <div style="width: 40%;"> <p><u>DEVELOPMENT RECOMMENDATIONS</u></p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p><u>Job Based Change</u></p> <p>Full Job Change</p> <p>Modify Current Job Responsibilities</p> <p>Special Assignment/Task Force</p> </div> <div style="width: 55%;"> <p><u>In-Place Self Development</u></p> <p>Community service</p> <p>Int/Ext Training Courses</p> <p>Conferences</p> </div> </div> <div style="width: 55%;"> <p>OJT for Specific Need(s)</p> <p>Mentoring Assignment</p> <p>Expand Formal Education</p> </div> </div> </div>													
Name/Position	PF	PO	TRAITS/BEHAVIORS/SKILLS Talents	Time in Pres.Pos.	Time at Pres.level	Pre- Employment Key Accomplishments	Development Recommendations	Next Moves	Correct Position	Career Interest	Promot- able	Comments	

